



H.R.I.S.

Human Resources Information Systems

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Main Agenda

- Main introduction
- Expectations
- Main Objectives of the module
- Main Topics
- Road map
- Methodology
- References
- Rules



Main Introduction

Efficiency and productivity in the workplace is the major concern of any organization.

Managing the workforce in the most productive manner, especially the human resource processes, is essential to achieve any organization's goals.



Main Introduction (cont.)

A Human Resource Management System (HRMS, EHRMS), Human Resource Information System (**HRIS**), HR Technology or also called HR modules, refers to the systems and processes at the intersection between human resource management (HRM) and information technology (I.T.).



Main Introduction (cont.)

Human resources software offers employers a method of handling the HR functions (*payroll, compensation, recruitment, leave, employee warnings, personnel data, training...etc*) in a simple comprehensive **Human Resource Information System (HRIS)**.

This module introduces the HRIS from a conceptual perspective and how it supports strategic decision making.



Main Introduction (cont.)

Before going further on, the following slides will introduce the methodologies, rules, grading and all other details related to the technicalities that will be referred to and followed during the sessions to follow.



Let's Know One Another



- Name:
- Occupation:
- Industry/business sector:
- Years of experience:



- Khaled El-Haggan

- Education:

- BSC. Telecommunications & Electronics Engineering,
- MSC Fault Diagnosis,
- MBA Operations Management & Marketing Management

- Career in ICT:

- Research Eng., Maintenance Eng., Software Development, System Programming, Systems Engineering

- Managerial Position:

- Technical Manager, Director of Sales, North Africa General Manager, Chairman, CEO, Senior Management Consultant

- Multi National Companies worked for:

- IBM Canada, Motorola, Microsoft, Newbridge Networks, Alcatel, Bull, CGA ++.....,

- Instructor at:

- AUC, Arab Banking Academy, ITI, IBM Canada



THE AMERICAN UNIVERSITY IN CAIRO

Expectations



?



Main Objectives

In 4 weeks, by the end of this module, participants will be able to :

- Define the HRIS impact on business goals.
- Select the most suitable HRIS to fulfill business needs.
- Support the organization strategic planning process by providing data and analysis using the HRIS.



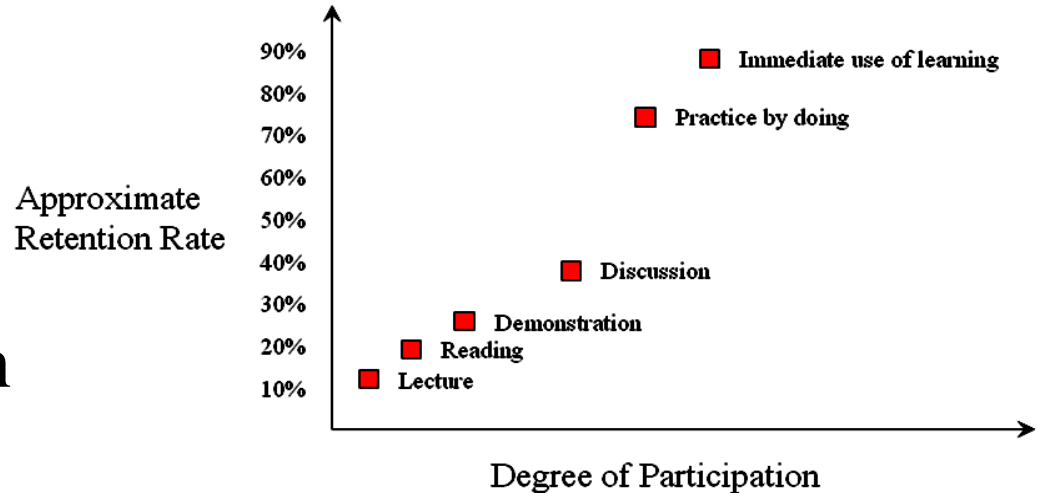
Main Topics

1. Definitions
2. HRIS Features
3. HRIS Data Flow
4. HRIS Reports
5. HRIS Selection
6. HRIS Applications



Methodology

- Research based
- Interactive instructor led
- Transfer of knowledge techniques:
 - Presentations
 - Case study
 - Reading
 - Discussions
 - Demonstration





Methodology (cont.)

Participants post module evaluation will be:

60%	Assignments
10%	Participation
30%	Final exam
<hr/>	
100%	Total

Excellent	A	92% and above
	A -	88% - 91%
V. Good	B+	85% - 87%
	B	80% - 84%
Good	B-	77% - 79%
	C+	75% - 76%
Pass	C	70% - 74%
Fail	F	< 70%



Assignments

- 60%
- 3 individual assignments
- 1 group assignment
- Submit date: 24 hours prior to next lecture
- Redo: if submitted on time, 1 redo is possible to be submitted prior to next lecture.



References

- Adelman, C. (2000). *A Parallel Postsecondary Universe: The Certification System in Information Technology*. Washington, D.C.: U.S. Department of Education.
- Allen, T., and M.S. Morton, eds. 1994. *Information Technology and the Corporation of the 1990s*. New York: Oxford University Press.
- Shelly, Gary, Cashman, Thomas, Vermaat, Misty, and Walker, Tim. (1999). *Discovering Computers 2000: Concepts for a Connected World*. Cambridge, Massachusetts: Course Technology.



References (cont.)

- The Human Resources Software Handbook: Evaluating Technology Solutions for Your Organization by James G. Meade
- Webster, Frank, and Robins, Kevin. (1986). *Information Technology—A Luddite Analysis*. Norwood, NJ: Ablex.
- www.hr-guide.com
- www.wikipedia.org



Rules

- Don't assume
- A bad question is the one you never asked
- Connect learning to real situations
- Submit your assignments (if any) on due dates to avoid backlog.
- Attendance
- Others (mobile, smoking, breaks, ..etc)



H.R.I.S.

Human Resources Information Systems



Main Introduction
1. Definitions
2. HRIS Features
3. HRIS Data Flow
4. HRIS Reports
5. HRIS Selection
6. HRIS Applications
Wrap-up
Exam



Introduction

This topic introduces the I.T. (*Information Technology*) and its role in handling data.

It introduces as well:

- The process of transferring data into useable information
- The HRIS from a conceptual point of view
- The principles of database management systems.



Objectives

By the end of this topic, participants will be able to:

- State how data is transferred into information.
- State the benefits of HRIS implementation
- Prevent the reasons behind the fail of HRISs



Topics

1. Definitions

1.1 I.T.

1.2 DBMS

1.3 HRIS



1. Definitions

1.1 I.T.

When computer and communication technologies are combined, the result is **Information Technology (I.T.)**,

I.T. is concerned with the technology treating information (*acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information*).



1. Definitions

1.1 I.T. (cont.)

I.T. professionals perform a variety of duties ranging from installing applications, to designing complex computer networks and information databases, such as:

- Data management
- Networking
- Engineering computer hardware
- Database and software design
- Management & administration of entire systems.



1. Definitions

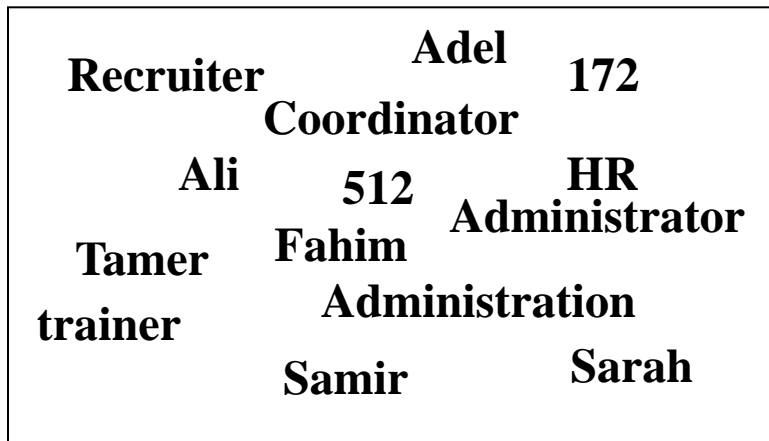
1.2 DBMS

- A database is an integrated collection of data records, files, and other objects.
- A DBMS (*Database Management System*) is a software package that control the creation, access, recovery, maintenance, and use of a database.
- DBMS is the process of transforming data into useable information



1. Definitions

1.2 DBMS



Name	ID	Position	Department
Samir Adel	512	HR coordinator	HR
Tamer Fahim	332	Recruiter	HR
Saad Hassan	172	Administrator	Administration
Sarah Ali	419	trainer	HR

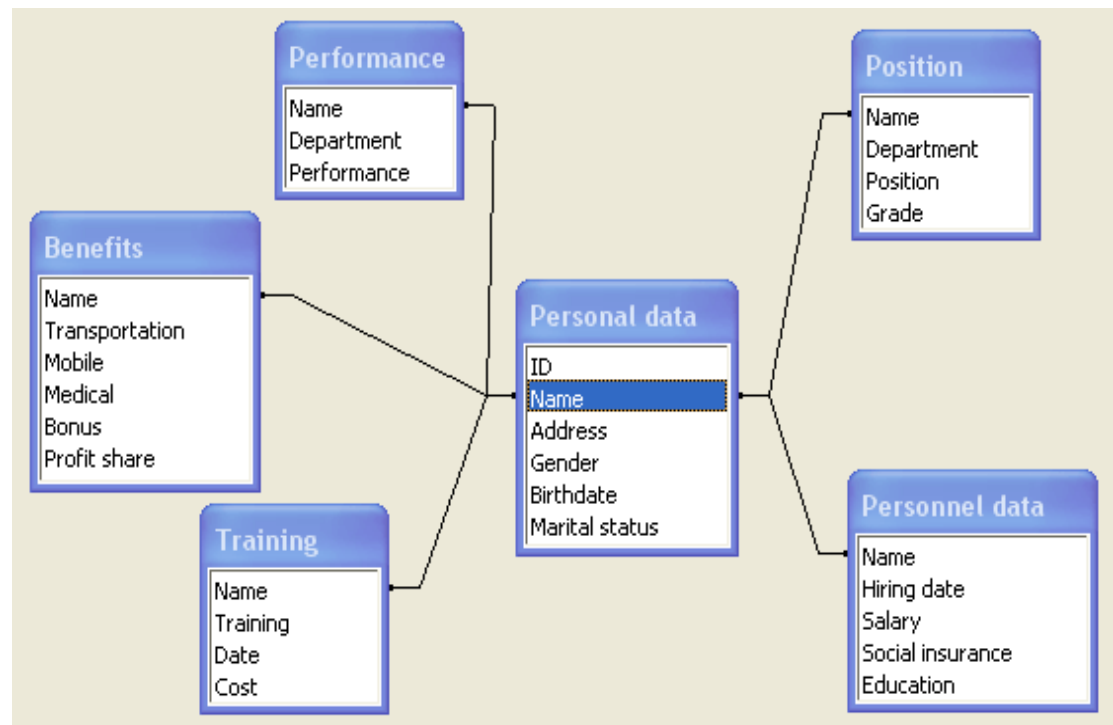


1. Definitions

1.2 DBMS (cont.)

The power of a DBMS lies in its ability to create logical relationships between records.

This allows meaningful output to be produced from scattered information.





1. Definitions

1.2 DBMS (cont.)

A DBMS provides the ability for many users to share data and process resources.

DBMS Features:

- Query ability
- Backup
- Replication
- Rule enforcement
- Security
- Change and access logging



1. Definitions

1.2 DBMS (cont.)

Query ability:

- Queries allow the user to specify a desired result set, but it is left to the DBMS to plan, optimize and perform the operations necessary to produce that result set.
- Query ability allow users to interactively interrogate the database, analyze its data and update it according to the users privileges on data.



1. Definitions

1.2 DBMS (cont.)

Emp	Emp Name	Title	Dept	Function
90010	El Hariry, Mr. Mohamed Isamiel	Project Support Manager	Technical	Projects &
90014	Al Sayed, Ms. Iman Mohamed	Senior Analyst, Roaming	CEO	IOP & Carrier
90017	Lawendy, Ms. Nancy Moussa	Program Control Senior	Technical	CTO Office
90018	Tawfik, Mr. Asaad Nasef	Project Manager	Technical	Projects &
90022	EL Shawarby, Mr. Hany Mohamed	Fixed Assets Manager	FIN	Financial Accounting
90023	Amin, Mr. Majed Aoun El	Head of Network Deployment	Technical	Projects &
90024	Allam, Mr. Ahmed Sobhy	Corporate Segment Manager -	Commercial	Sales Corporate
90025	Abd El Rahim, Mr. Hossam El Din	Senior Marcomm Manager	Commercial	Marketing
90028	Safar, Ms. Nesreen Samir Abbas Ali	Financial Accounting Manager	FIN	Financial Accounting
90029	Hafez, Mr. Sherif Aly	Mobile broadband Senior	Commercial	Products & Services
90034	El-Naggar, Ms. Reem Mahdy	Executive Secretary	Technical	Projects &
90036	Dayem, Mr. Tamer Mohamed	Corporate Sales Manager	Commercial	Sales Corporate
90037	Abd El Hamid, Mr. Khaled	Sales Capabilities manager	Commercial	Sales Distribution
90038	Ibrahim, Mr. Magdy Mohamed	Retail Operations Manager	Commercial	Sales retail
90039	Ouda, Mr. Hany Mohamed	IT Solutions Manager	IT	Customer Care &
90042	El Kady, Mr. Tamer Adel Fathy	Senior Windows Administrator	IT	IT Operation &
90043	Abdel Wahed, Mr. Tarek Ahmed	Costing Manager	FIN	Costing &
90047	El Waziri, Mr. Seif Allah Kamal	Internal Communications &	Commercial	Marketing
90048	Othman, Mr. Sayed Abdel Gawad	Taxation Manager	FIN	Financial Accounting
90049	Mohamed, Mr. Ahmed Abdallah	Revenue Manager	FIN	Revenue
90051	El Masry, Mr. Hesham Ahmed	Treasury Manager	FIN	Financial Accounting
90053	Mohamed Abdelmonem Abdel	Senior Sales Executive	Commercial	Distribution
90055	Soliman, Mr. Mohamed Rabie	Field Operations Manager	Commercial	Sales retail
90057	Eid, Mr. Mostafa Mohamed Ali	Senior Supervisor payroll	FIN	Financial Accounting
90064	Hassib, Mr. Tamer Mohamed	Senior Training Supervisor	HR	Training &
90065	Saed, Mr. Amgad Mohamed Abd El	Senior Sales supervisor	Commercial	Sales Distribution
90067	Zawawy, Mr. Mohab Khaled El	Senior Manager Transport	Technical	Access Network
90071	El Gohary, Mr. Mohamed Tamer	Senior Team Leader - Unix	IT	IT Operation &



1. Definitions

1.2 DBMS (cont.)

Backup :

- It refers to making copies of data.
- Backup is useful in restoring a state following a disaster (*disaster recovery*) and in restoring small numbers of files after they have been accidentally deleted or corrupted.



1. Definitions

1.2 DBMS (cont.)

Replication:

- It is the process of sharing information to ensure consistency between redundant resources, to improve reliability, fault-tolerance, or accessibility.
- It could be data replication if the same data is stored on multiple storage devices, or computation replication if the same computing task is executed many times.



1. Definitions

1.2 DBMS (cont.)

Rule enforcement:

- It is the implementation of certain criteria to guarantee standard.
- A DBMS must have the ability to add, remove, modify any number of criteria as needed.

Example:

A rule stating that each employee must have only one ID number associated with it will display an error message if somebody tries to associate a second ID number with an employee.



1. Definitions

1.2 DBMS (cont.)

Employee number	Name	Title	Department
123	John Kent	Supervisor	Stores
114	Peter	Manager	IT
125	Marian	Sr Manager	Operation
126	George	Supervisor	Sales
221	Greg	Supervisor	Stores
312	Bronson	Manager	IT
412	Xavier	Sr Manager	Stores
514	Alain	Supervisor	IT
188	Julia	Supervisor	Operation
186	Adam	Manager	Sales
▶			



1. Definitions

1.2 DBMS (cont.)

Security:

- It is the limitation of who can see or change which attributes or groups of attributes.
- This may be managed directly by individual, or by the assignment of individuals and privileges to groups, or through the assignment of individuals and groups to roles which are then granted entitlements.



1. Definitions

1.2 DBMS (cont.)

Change and access logging:

- For control reasons, DBMS can track all transactions within the system (*who accessed what attributes, what was changed, and when it was changed*).
- Logging services allow this by keeping a record of access occurrences and changes.



1. Definitions

1.2 DBMS (cont.)

```
File Edit Format View Help
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2009-12-31 14:14:34
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2009-12-31 14:14:34 192.168.1.1 3097 192.168.1.3 2869 HTTP/1.1 NOTIFY /upnp/eventing/ffgckxyivh - -
Connection_Abandoned_By_ReqQueue -
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2009-12-31 14:55:30
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2009-12-31 14:55:30 192.168.1.1 3121 192.168.1.3 2869 HTTP/1.1 NOTIFY /upnp/eventing/pdwygetswm - -
Connection_Abandoned_By_ReqQueue -
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2009-12-31 15:21:44
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2009-12-31 15:21:44 192.168.1.1 3147 192.168.1.3 2869 HTTP/1.1 NOTIFY /upnp/eventing/ajeoobdyym - -
Connection_Abandoned_By_ReqQueue -
2009-12-31 15:23:28 192.168.1.1 3149 192.168.1.3 2869 HTTP/1.1 NOTIFY /upnp/eventing/dtomfgwlmb - -
Connection_Abandoned_By_ReqQueue -
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2010-01-04 06:22:00
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2010-01-04 06:22:00 192.168.1.1 3083 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/rvpyinbpzx - -
Connection_Abandoned_By_ReqQueue -
2010-01-04 06:41:47 192.168.1.1 3093 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/rdmenpjtaq - -
Connection_Abandoned_By_ReqQueue -
2010-01-04 08:29:36 192.168.1.1 3095 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/qvrwzkktab - -
Connection_Abandoned_By_ReqQueue -
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2010-01-08 21:23:34
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2010-01-08 21:23:34 192.168.1.1 3148 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/sxjxmjfsds - -
Connection_Abandoned_By_ReqQueue -
#Software: Microsoft HTTP API 2.0
#Version: 1.0
#Date: 2010-01-09 09:30:31
#Fields: date time c-ip c-port s-ip s-port cs-version cs-method cs-uri sc-status s-siteid s-reason s-queueName
2010-01-09 09:30:31 192.168.1.1 3150 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/prednfiqgm - -
Connection_Abandoned_By_ReqQueue -
2010-01-09 09:31:14 192.168.1.1 3152 192.168.1.2 2869 HTTP/1.1 NOTIFY /upnp/eventing/gndojwphpt - -
```



1. Definitions

1.3 HRIS

Applications and Utilities





1. Definitions

1.3 HRIS

The operational function of HR departments is generally administrative and common to all organizations.

Mainly it consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments, benefits, training and development, salary administration ... etc.



1. Definitions

1.3 HRIS (cont.)

To reduce the manual workload of these administrative activities, organizations electronically automate many of these processes by using specialized Human Resource Information Systems (HRIS).

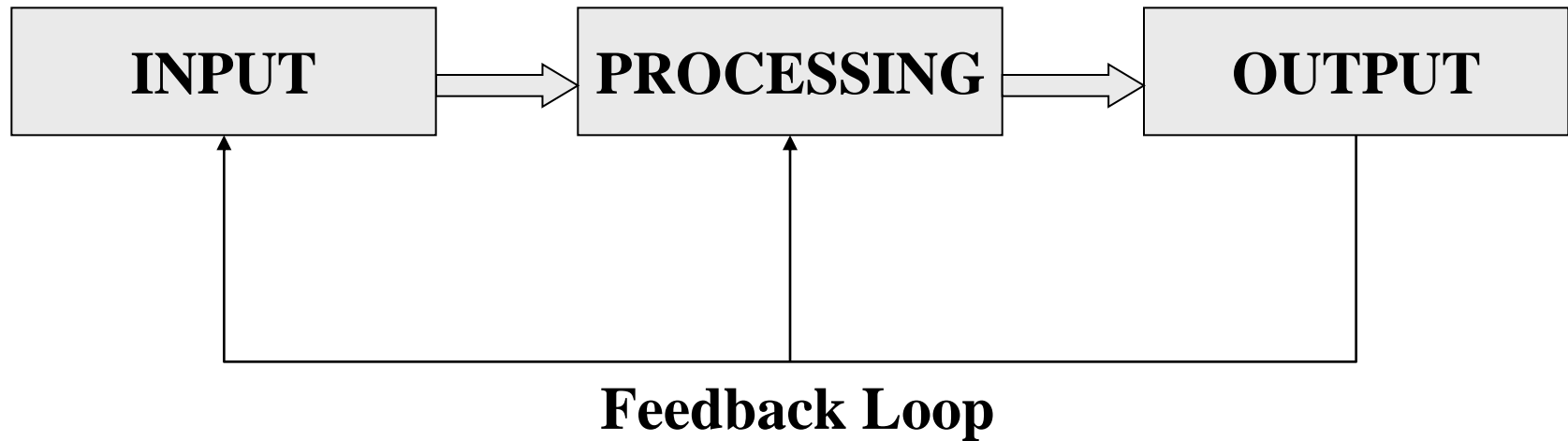
HRIS gives the HR an edge when it comes to the strategic approach to the management of the people working in an organization to achieve the objectives of the business



1. Definitions

1.3 HRIS (cont.)

HRIS, how it works?





1. Definitions

1.3 HRIS (cont.)

Advantages of HRIS:

- High data safety
- Fewer Errors
- Greater Accuracy
- Strategic decision support
- Higher Quality Products
- Improved Communication
- Increased Efficiency
- Increased Productivity
- More efficient administration
- Reduced labor requirements
- Reduced costs
- Superior managerial decision making
- Superior control
- Improved Health Care



1. Definitions

1.3 HRIS (cont.)

Why HRISs fail?

- Unclear goals/objectives
- System selected to solve the wrong problem
- Improper vendor and/or product selection
- Planning overlooks impact on clerical procedures
- Underestimate conversion effort
- Management- unrealistic expectations
- Lack of processes for record management.
- Lack of flexibility and adaptability
- Misinterpreted HR specifications
- Poor communication between HR and IT
- Inadequate testing
- Low user involvement



Check

Q1. What are the features of DBMS?

Q2. What are the benefits of HRIS?

Q3. What are the common reasons behind the failure of an HRIS?



On Assignment 1 & 2

- Elevator Pitch: 5 minutes (1-2 pages) to make your case. Assume I am the CEO and you need to convince me to adopt your case.
- Business Impact:
 - Profitability, Revenue, Cost, etc...
 - Productivity, Morale, employee satisfaction, etc...
 - Image, customer satisfaction, etc...
- At least 2 examples of companies who demonstrated the points in the assignment, your own company is preferred.
- Requires **Measurable numbers and results with measurable units** that proof the points and make the case



Assignment example



- **Company profile:**
- *C Trip international corporation*
- *A leading travel agency in CHINA, WITH OPERATIONS ALSO IN HONG KONG & Taiwan*
- *Call center representatives are organized into small teams of 10-15 people*
- *They take decision to apply working from home(WFH)*
- **Profit & productivity: Working from home generated an**
- **Improvement in employee performance worth about 375\$ / employee / year**
- **13% performance improvement**
- **Office cost saving of about 1250\$ per employee**
- **Reduced turnover savings of about 400\$ per employee per year**
- **Given the saving of about 2000\$ per employee**
- **Total factor productivity increase 30%**



Assignment Example

- **Failure to Administer Data Security Properly:**

- Outside of cloud-based HR systems, HRIS data security remains an ever-present issue as well. The Federal Trade Commission (FTC!) in fact just recently announced **settlements with two companies due to their failure to use "reasonable" security measures in their storage of employee data**. However, numerous legal requirements like this, these latest FTC rulings shed light on an inescapable fact: that security of HRIS data is one of the most basic and "reasonable" expectations of a data system, and those expectations need to be understood by everyone in the company.
- Penalties for non-compliance can include fines ranging **up to \$25M**; along with civil and criminal legal action being taken above and beyond the fines. Issues stemming from data related with employee benefits, compensation, and payroll are some of the most troublesome, especially with broad-sweeping laws like Sarbanes-Oxley, Basel, and Solvency to contend with. While some regulatory hurdles are easy to foresee and build into the data process, executives must be cognizant to the potential violation of obscure or country-specific laws.



Assignment #1A

- Research one of the following points and develop a 5 minutes presentation on its **impact on the business/organization**
 - Advantage of HRIS:
 - Strategic decision support
 - Superior managerial decision making
 - Increased Productivity
 - More efficient administration
 - Increased Efficiency
 - Superior control
 - Improved Communication



Assignment #1B

- **And** research one of the following points and develop a 5 minutes presentation on its **impact on the business/organization**
 - Why HRIS Fails
 - Unclear goals/objectives
 - Management- unrealistic expectations
 - Lack of processes for record management.
 - Lack of flexibility and adaptability
 - Misinterpreted HR specifications
 - Poor communication between HR and IT
 - Inadequate testing



H.R.I.S.

Human Resources Information Systems



Main Introduction

1. Definitions

2. HRIS Features

3. HRIS Data Flow

4. HRIS Reports

5. HRIS Selection

6. HRIS Applications

Wrap-up

Exam



Introduction

The aim of this topic is to highlight the HRIS features.

In general, knowing all available features of HRIS systems may help HR professionals creating new ideas on how to automate the HR processes in their companies.



Objectives

By the end of this topic, participants will be able to:

- State the different features an HRIS system can offer
- Select the most adequate HRIS features that fulfill business needs



2. Features

- Ease of Use
- Culture diversity
- Integration with other systems
- Modular
- Customization
- Security
- Time Clock Interfaces
- Strategic Management support
- Self-Service & Workflow
- Ability to import/export data
- Built-In E-Mailing
- Custom Reports, Letters, and Labels



2. Features

(cont.)



Ease of Use

- The HRIS should provide consistent, easy-to-use functionality across the business.
- Users should obtain any kind of information with simple clicks.
- The HRIS should extend simplicity to the management of even the most sophisticated HR aspects.



2. Features

(cont.)



Culture diversity

The HRIS should accommodate any country-localized requests such as:

- Government forms
- Multilingual support
- Standard reports
- Particular payroll localized handling
- Legislative data
- Special policies & corporate business rules.



2. Features

(cont.)



Integration with other systems

- Financial systems
- Time Attendance devices
- MS Office®, Visio® Charting ... etc
- Email Servers
- Mobile Technology
- Web based applications



2. Features

(cont.)



Modular

The HRIS should be modular in design and should be expandable to meet growing business needs. Modules such as:

- HR Core (*personnel, payroll and employee data*)
- Self-Service and Workflow
- Time Management
- Training Administration
- Recruitment
- Appraisal
- Others



2. Features

(cont.)



Customization

- Customization of most complicated processes; such as organization structure, payroll rules, legislative issues, personnel issues, competencies, workflow ... etc.
- Customization on the global level to handle and control any combination of organization structures, assignments, payroll groups, and employer legality units.



2. Features

(cont.)



Security

- Ease of setting up/changing security
- Security control by limiting access by each User ID.
- User ability to change their own passwords as often as they wish.
- Self-Service security



Time Clock Interfaces

- Flexibility to interface with time clock devices.
- Ability to interface with different time clock devices at the same time (*bar code readers, finger print readers, proximity card readers, magnetic card readers ...etc*).



2. Features

(cont.)



Strategic Management support

- Online analysis and workforce information to support business strategically.
- Fast delivery and online information to help manage the HR in alignment with the strategic objectives.



2. Features

(cont.)



Self-service

- It allows employees and line managers to share, update, and exchange information through personalized roles
- The Internet technology transforms the business into a real paperless, effortless e-business.



2. Features

(cont.)



Self-service

<ul style="list-style-type: none"><u>Employee Self-Service</u><u>Internet Expenses</u><u>Internet Procurement</u><u>iRecruitment Internal Applicant</u><u>iRecruitment Manager</u><u>Manage Team Trainings</u><u>Manager Self-Service</u><u>How and What Plan Owner</u><u>Validation</u><u>Notifications</u><u>Training Self-Service</u><u>View History</u>	Please select a responsibility.
--	---------------------------------



2. Features

(cont.)



Employee Self-service

 Employee Self-Service	Employee Self-Service
 <u>Internet Expenses</u>	 <u>All Actions Awaiting Your Attention</u>
 <u>Internet Procurement</u>	 <u>How and What</u>
 <u>iRecruitment Internal Applicant</u>	 <u>Personal Information</u>
 <u>iRecruitment Manager</u>	 <u>Leave of Absence</u>
 <u>Manage Team Trainings</u>	Online Payslip
 <u>Manager Self-Service</u>	 <u>View Payslip</u>
 <u>How and What Plan Owner</u>	Salary Increase
 <u>Validation</u>	 <u>Salary Increase Letter</u>
 <u>Notifications</u>	How and What Employee Review
 <u>Training Self-Service</u>	 <u>How and What Review</u>
 <u>View History</u>	



2. Features

(cont.)



Employee Self-service

► [Show Accrual Balances](#)

View

Actual

Create an Absence Request							
Absence Type	Absence Category	Start Date	End Date	Status of Request	Update	Confirm Dates	Delete
Annual Leave	Paid Leave	08-Feb-2012	14-Feb-2012	Pending Approval			
Annual Leave	Paid Leave	02-May-2012	02-May-2012	Pending Approval			
Annual Leave	Paid Leave	31-May-2012	14-Jun-2012	Pending Approval			



2. Features

(cont.)



Manager Self-service

<ul style="list-style-type: none">Employee Self-ServiceInternet ExpensesInternet ProcurementiRecruitment Internal ApplicantiRecruitment ManagerManage Team TrainingsManager Self-ServiceHow and What Plan OwnerValidationNotificationsTraining Self-ServiceView History	<p>Manager Self-Service</p> <ul style="list-style-type: none">All Actions Awaiting Your AttentionLeave of AbsenceHow and What <p>How and What Manager Review</p> <ul style="list-style-type: none">How and What Review
--	--



2. Features

2.2 Data Handling Features (cont.)

Ability to import/export data

- The HRIS must have the ability to import and export raw data from different formats to minimize the time of data entry and human errors.
- Most HRIS systems import and export data in XLS format.



2. Features

2.3 Output Features (cont.)

Built-In E-Mailing

- Ability to generate standard emails that are sent to employees, supervisors, groups or others.
- Auto alert e-mail sending
- Manual alert e-mail sending



2. Features

2.3 Output Features (cont.)

Custom Reports, Letters, and Labels

- Ability to edit and customize the standard reports as needed.
- Ability to design and create new reports
- Ability to sort and select records, including headings, subheadings, subtotals, and grand totals, as well as calculated columns.
- Ability to generate letters and mailing labels



Check

- Q1. What does self-service mean in an HRIS system ?
- Q2. What does it mean an HRIS with modular design?
- Q3. What would an HR professional be looking for, as a feature in an HRIS system, when the company already has a working payroll system?



Assignment #2



- Research one of the following points and develop a 5 minutes presentation on its **impact on the business/organization**

- HRIS Features:

- Ease of Use
- Culture diversity
- Integration with other systems
- Modular
- Customization
- Security
- Strategic Management support
- Self-Service & Workflow



H.R.I.S.

Human Resources Information Systems



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Exam



Introduction

For any business, efficiency is the key success factor to achieving the organization's goals.

Consistency in goals achievement is totally depending on employees adherence to business processes.

Efficiency in consistent goals achievement depends on the integration of all processes.

Automation workflow is the solution for the efficiency in business.



Objectives

By the end of this topic, participants will be able to:

- Promote the concept of data and workflow automation



Topics

3. HRIS Workflow

3.1 What is a business process

3.2 What is workflow

3.3 Benefits

3.4 Workflow technology

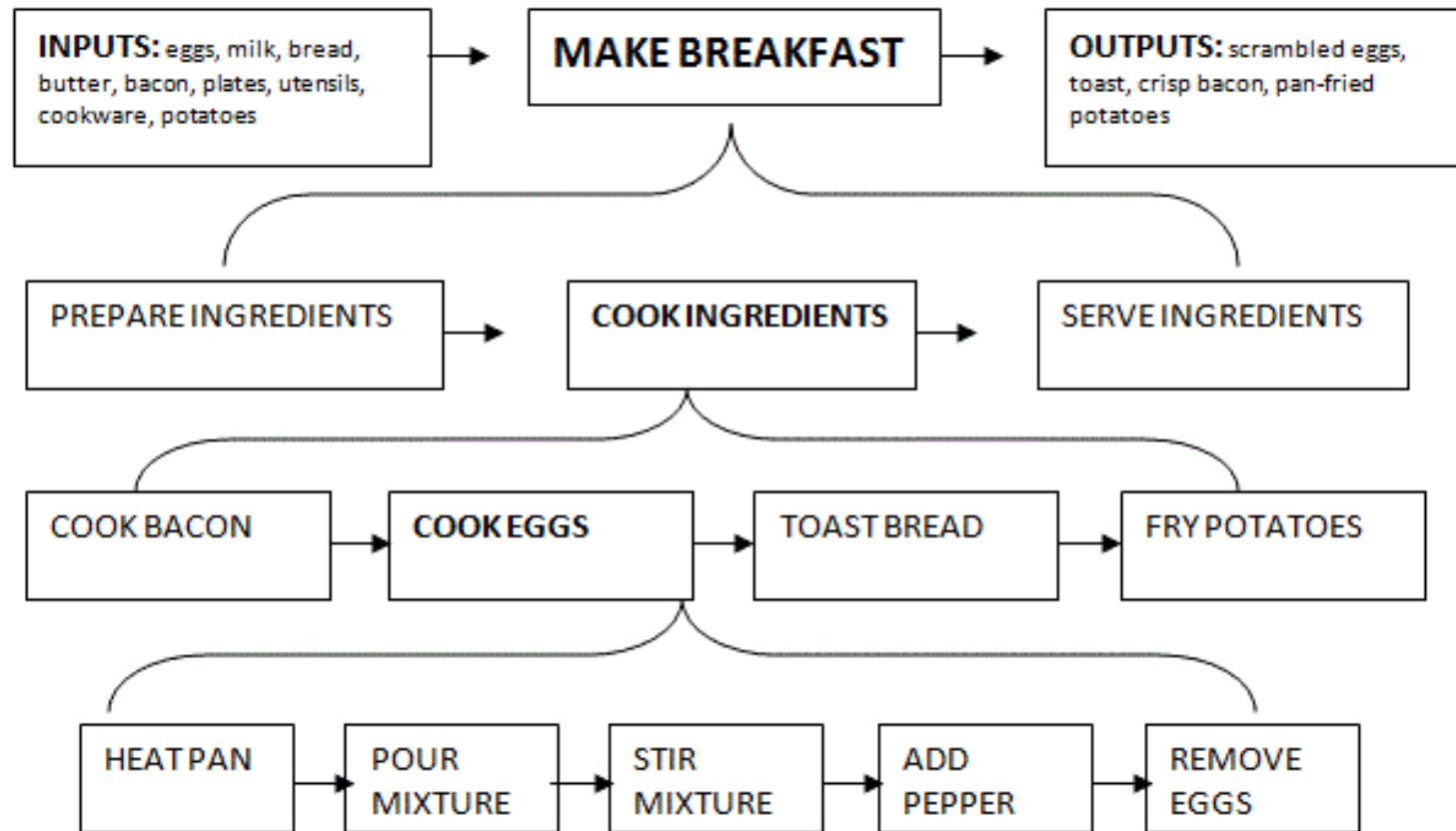


Business Process

- A business process is a collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers.
- A business process can be decomposed into several sub-processes, which have their own attributes, but also contribute to achieving the goal of the super-process.
- A business process model defines the ways in which operations are carried out to accomplish the intended objectives of an organization.

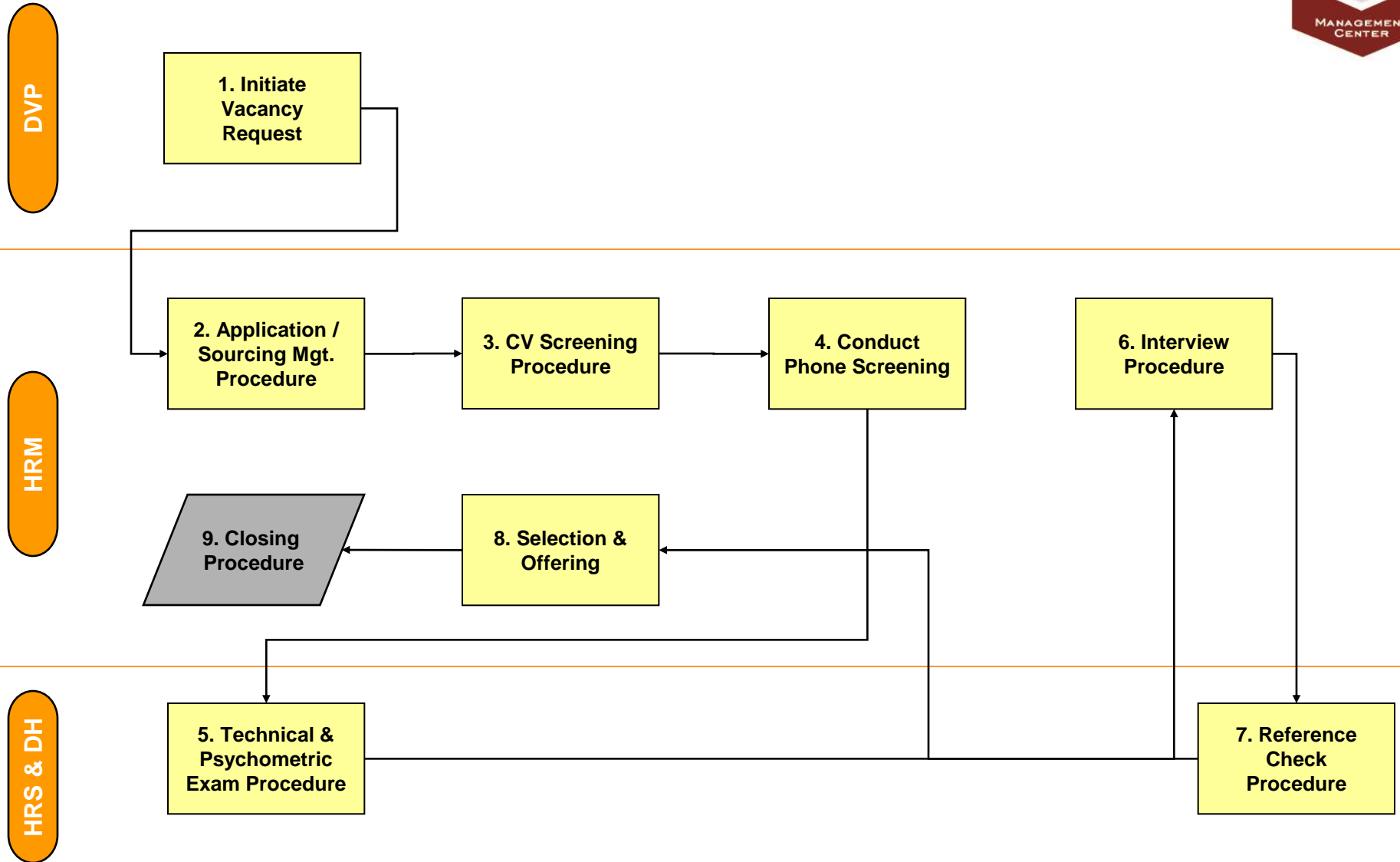


Business Process: Example





Internal Sourcing of Applicants Process Flow





Process Flow and Documentation

Procedure ID	AS1.2.2
Procedure Title	External Sourcing of Applicants Procedure

1 Introduction

This document serves as a detailed procedure for the External Sourcing of Applicants Process Flow (ASP1.3.2). The process is mostly handled by the HR Department; however, second and third parties interferences may be required to ensure the smoothness of the process.

2 Responsibility

HR Lead is responsible for making sure that the process runs smoothly.

3 Acronyms

Titles	Abbreviation
Division Vice President	DVP
Human Resources Manager	HRM
Human Resource Specialist	HRS
Department Head	DH

4 Procedures

Step	Description	Related Documents	Resp
1.	Initiate Vacancy Request Procedure	AS1.2.1	DVP
2.	Application / sourcing Management Procedure	AS1.2.13	HRM
3.	Resume / Application Screening Procedure	AS1.2.4	HRM
4.	Conduct Phone Screening Interview Procedure	AS1.2.5	HRM
5.	Technical & Psychometric Exam Procedure	AS1.2.7	DH
6.	Interview Procedure	AS1.2.6	HRM
7.	Reference Check Procedure	AS1.2.8	HRS
8.	Selection & Offering Procedure	AS1.2.9	HRM
9.	Closing Vacancy Procedure	AS1.2.10	HRM



In class workshop: Process Development Exercise

- 30 minutes
- Groups of 4
- Select a simple process
- Discuss the process into a reasonable level of details
- Document the process in flow chart And word document

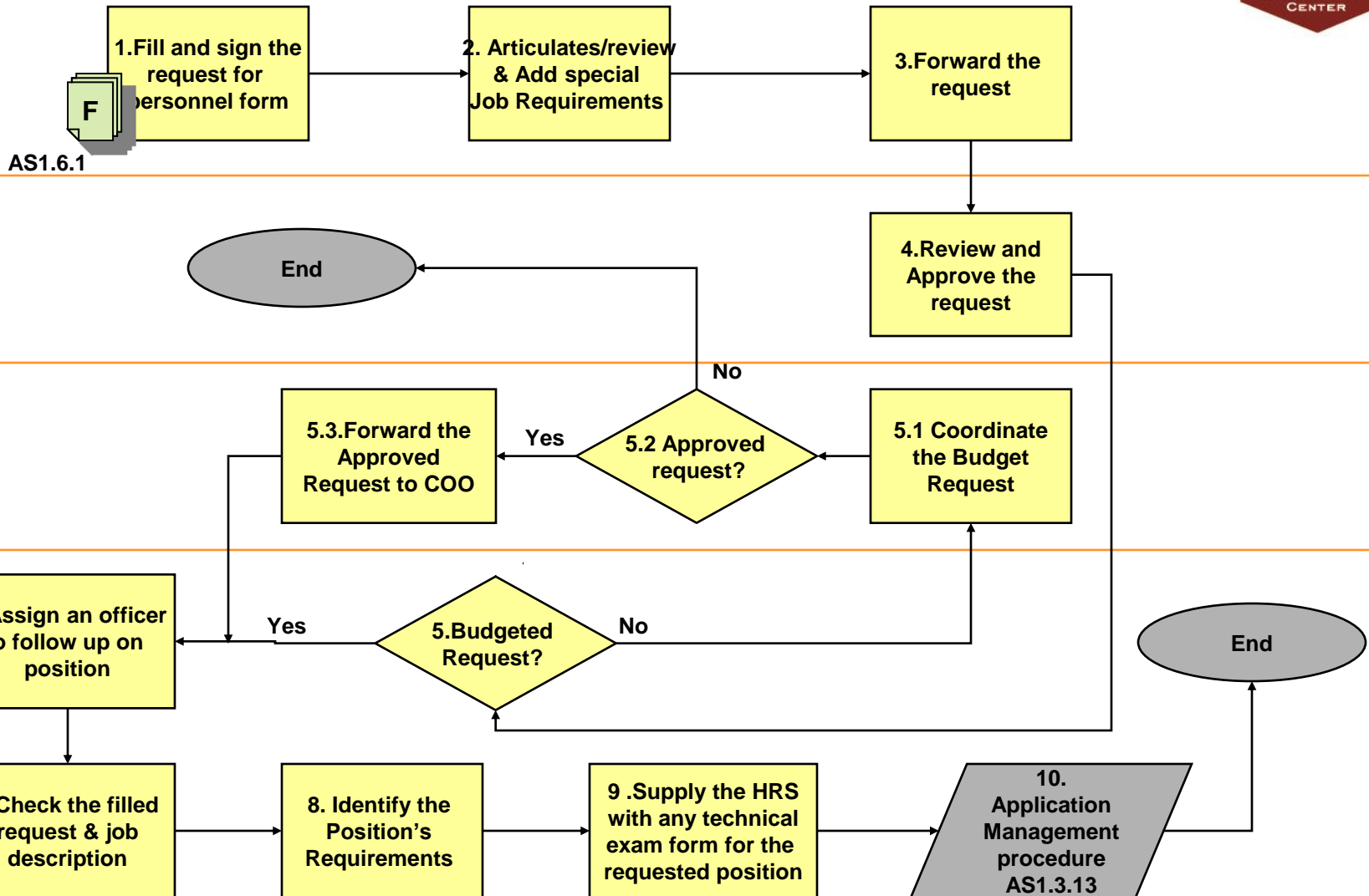


Flowchart Symbol	Name (Alternates)	Description
	Process	An operation or action step.
	Terminator	A start or stop point in a process.
	Decision	A question or branch in the process.
	Delay	A waiting period.
	Predefined Process	A formally defined sub-process.
	Alternate Process	An alternate to the normal process step.
	Data (I/O)	Indicates data inputs and outputs to and from a process.
	Document	A document or report.
	Multi-Document	Same as Document, except, well, multiple documents.
	Preparation	A preparation or set-up process step.
	Display	A machine display.
	Manual Input	Manually input into a system.
	Manual Operation	A process step that isn't automated.
	Card	A old computer punch card.
	Punched Tape	An old computer punched tape input.
	Connector	A jump from one point to another.
	Off-Page Connector	Continuation onto another page.
	Transfer	Transfer of materials.
	Or	Logical OR
	Summing Junction	Logical AND
	Collate	Organizing data into a standard format or arrangement.
	Sort	Sorting of data into some pre-defined order.
	Merge (Storage)	Merge multiple processes into one. Also used to show raw material storage.
	Extract (Measurement) (Finished Goods)	Extract (split processes) or more commonly - a measurement or finished goods.
	Stored Data	A general data storage flowchart symbol.
	Magnetic Disk (Database)	A database.
	Direct Access Storage	Storage on a hard drive.
	Internal Storage	Data stored in memory.
	Sequential Access Storage (Magnetic Tape)	An old reel of tape.
	Callout	One of many callout symbols used to add comments to a flowchart
	Flow Line	Indicates the direction of flow for materials and/or information

Flow Chart Symbol Sheet



Vacancy Request Process Flow





Vacancy Request Process

Procedure ID:	AS 1.2.1
Procedure Title:	Vacancy Request Procedure

1 Introduction

This document serves as a detailed procedure for the vacancy request process flow in XX Company. It is highly recommended and advisable that close adherence to this procedure is required. (AS1.3.1)

2 Responsibility

The Division vice Presidents will be responsible for the process and report to the VP at certain stages to gain approval. The HR Specialist will make sure that the whole process is running smoothly under the supervision of the HR Manager. The distribution of responsibilities mentioned in this procedure should be closely implemented to ensure the smoothness of the process. Any change of role play or responsibilities should be coordinated through HR Department **Only** to ensure updating the procedure database and keep it intact and consistent throughout the company.

3 Acronyms

Titles	Abbreviation
Division VP	DVP
Vice President	VP
Human Resource Manager	HRM
Human Resource Specialist	HRS
Department Head	DH
Finance Budget Controller	FBC

4 Procedures

Step	Description	Related Documents	Resp
1.	Fill and sign the Request for Personnel Form.	AS 1.6.1	DH
2.	Articulate/Review & Add Special Requirements for the vacancy		DH
3.	Forward the request to DHV		DH
4.	Review and approve the request		DVP
5.	Budgeted Request? Yes/No		HRM
5.1	Coordinate the budget request with FBC. Then forward the request back to HRH (Only in case of over budget requests)		HRM
5.2	Request approved? Yes/No		FBC
5.3	Forward the approved request to DVP		FBC
6	If approved Assign HRS to follow up on position		HRM
7	Check the filled request		HRM
8	Identify the position's requirements		HRM
9	Supply the HRS with any technical exam form for the requested position (Optional)		HRM
10	Continue with Application sourcing / Management Procedure	AS1.2.13	HRM



3. HRIS Workflow

3.2 What Is Workflow

Workflow is the movement of documents and tasks through a business process, and it refers to a document that is being transferred from one step to another.

Note:

The term workflow is used in computer programming to capture and develop human to machine interaction.



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

A **Workflow System** provides the automation of a business process, during which tasks or information are passed from one participant to another according to a set of rules.

It provides end users with an easier way to perform complex processing of data without the need to understand computers or programming



Manual Recruitment Disadvantages:

- Long process due to papers circulation for authorization and approvals
- Follow up and tracking of different stages of hiring is not easy, accurate and time consuming to monitor Service Level Agreements and duration of process start to end.
- Lack of integrated data base with updated status on all CV's lead to waste of time of meeting unqualified applicants and duplication of efforts.
- Identifying bottle necks, delays for improvement and solutions to ensure efficiency and improve Internal customer satisfaction in terms of quality & time.
- Limited access to CV's Pool as they are received by hand and not through any system for documentation and follow up.



Automated Recruitment Advantages:

- More efficiency; saves money, time and resources.
- The same number of resumes which used to take months of screening can be done in 1 day through an embedded search / filtration engine (smart screening).
- Acts as a resume extraction software.
- Creates a single candidate and jobs database; even in remote locations.
- Directs focus of recruiters on delivering what customers need rather than on administrative tasks.
- Go green; by reducing paper and manual processes.
- Automated systems are associated with an applicant tracking system that does not require a large investment in IT resources or infrastructure. Thus useful in reporting and tracking of vacancies' status, hiring cycle time, etc.
- Improve interview-to-hire ratios by up to 50%.
- Establish a candidate communication process to deliver a positive experience to candidates.

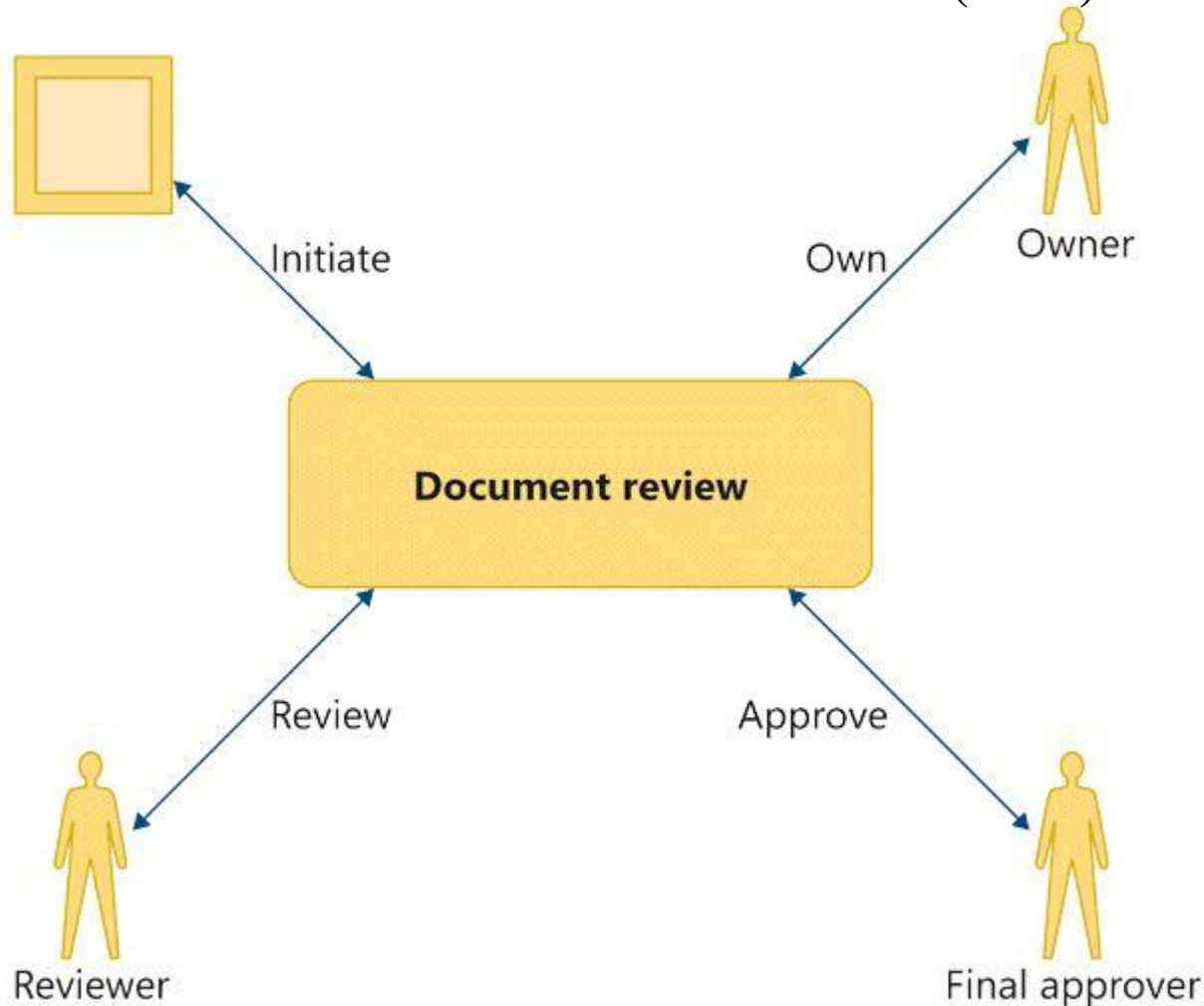


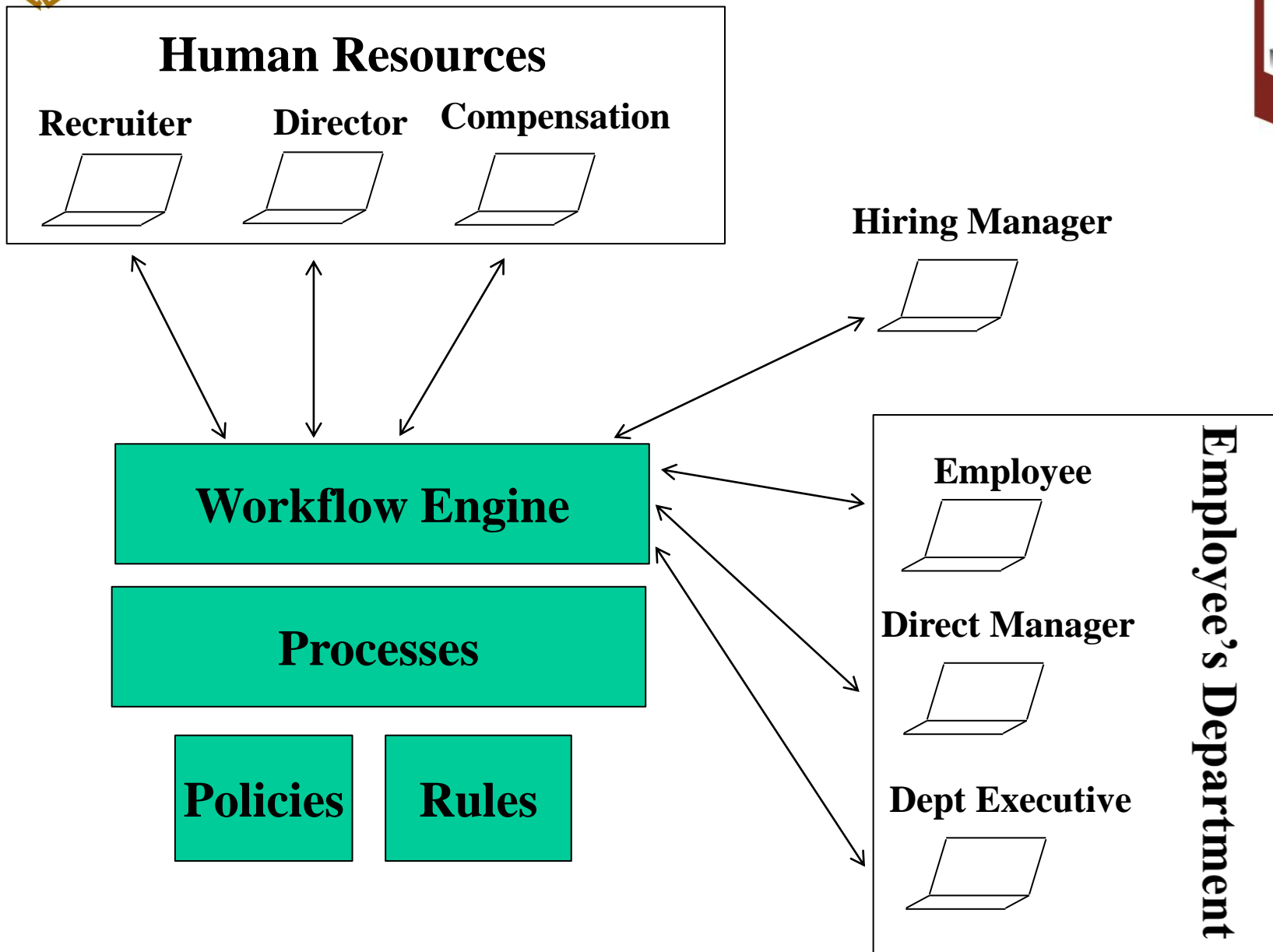
- Helps maintain all the previous records in proper format.
- Creates consistency and transparency of recruitment process.
- Alerts and workflow mails generated from automated systems act as reminders and triggers for certain actions as well as promptly updating concerned parties with progress



3. HRIS Data Flow

3.2 What Is Workflow (cont.)







3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Selecting the option

Applications

<ul style="list-style-type: none">Preferences SSWAUTS Employee Appraisal PilotUTS Employee Self-ServiceUTS HRMS FACULTY UNIT ENQUIRYUTS HRMS ManagerUTS Internet ExpensesUTS Manager Appraisal PilotUTS Manager Self-ServiceUTS Pilot Employee Self Service	<p>Please click on a responsibility link to display the list of available applications.</p> <p>Select Employee Self Service</p>
---	--



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Selecting the Leave menu option.

Applications

- Preferences SSWA
- UTS Employee Self-Service
- UTS HRMS FACULTY UNIT ENQUIRY
- UTS HRMS HR ENQUIRY
- UTS HRMS Manager
- UTS Internet Expenses
- UTS iRecruitment Advanced Manager
- UTS iRecruitment Employee Candidate
- UTS iRecruitment External Candidate
- UTS iRecruitment Manager
- UTS iRecruitment Selection Team
- UTS Pilot Employee Self Service**
- UTS Pilot Manager Self Service

UTS Pilot Employee Self Service

- All Actions Awaiting Your Attention
- Personal Information
- My Information
- My Leave Balance
- Leave**
- Equal Employment Opportunity
- Professional Experience Program
- Notifications

Payroll Information

- Bank Accounts for Payroll Payments
- My Payslip

Development and Review

- Qualifications
- Study Time Application
- Non UTS Development Activities Completed
- UTS Learning and Development Programmes Completed
- Appraisals

Note: you can select "**My Leave Balance**" to view your Annual, Sick and Long Service Leave balances where eligible.

Select Leave from the menu



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Creating an absence request

Create an Absence Request

- Step 1.

Use this page to create an absence request.

* Indicates required field

Absence Details

* Absence Type

Absence Category

* Absence Reason

* Start Date
(example: 31-Dec-2000)

End Date
(example: 31-Dec-2000)

End Time
HH:MM (12:00-11:59)

Hours

AM

PM

Calculate Duration

Select the **Absence type** from the list.

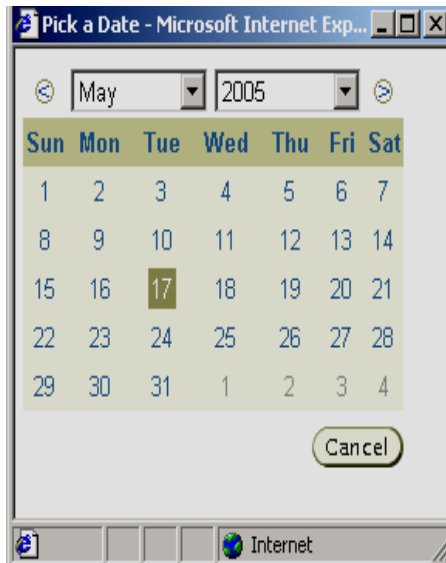
Comments and Supporting Information

Further Absence Details



3. HRIS Data Flow

3.2 What Is Workflow (cont.)



Click on the **calendar** to insert dates

Create an Absence Request - Step 3.

Use this page to create an absence request.

* Indicates required field

Absence Details

* Absence Type

Absence Category **AU Annual Leave**

* Absence Reason

* Start Date Start Time

(example: 31-Dec-2000)

HH:MM (12:00-11:59)

End Date End Time

(example: 31-Dec-2000)

HH:MM (12:00-11:59)

Hours

Comments and Supporting Information



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Sending the request to the manager for approval.

Review
Review your changes and, if needed, attach supporting documents.
● Indicates Changed Item(s)

Absence Details

	Current	Proposed
Absence Status		Confirmed ●
Absence Category		AU Annual Leave ●
Absence Type		Annual Leave Absence ●
Absence Reason		Annual Leave ●
Start Date		21-Jun-2005 ●
Start Time		09:00 AM ●
End Date		21-Jun-2005 ●
End Time		05:00 PM ●
Days		
Hours		7.0 ●
Comments and Supporting Information		
Pay Date		
Advance Defer		
Advance Override		

Cancel Do not Use Save For Later Back Submit

Submit will send the request to your manager for approval.



Workflow example

Search Inbox (Ctrl+E)				
From	To	Subject	Size	Received
From: Workflow Mailer (12 items, 2 unread)				
Workflow Mailer		Action Required: Leave Of Absence for	30 KB	Sun 4/1/2012 11...
Workflow Mailer		Action Required: Standard Purchase Order 36860 for...	20 KB	Thu 3/22/2012 4...
Workflow Mailer		FYI: The appraisal of needs your a...	27 KB	Wed 3/7/2012 5...
Workflow Mailer		Action Required: Leave Of Absence for	31 KB	Thu 2/23/2012 1...
Workflow Mailer		Action Required: Class enrollment for	24 KB	Mon 2/20/2012 ...
Workflow Mailer		Action Required: Purchase Requisition 30502 for GE...	40 KB	Thu 11/24/2011 ...
Workflow Mailer		Action Required: Create vacancy IRC1614 for	27 KB	Wed 11/23/201...
Workflow Mailer		Action Required: Create vacancy IRC1613 for	28 KB	Wed 11/23/201...
Workflow Mailer		Action Required: Leave Of Absence for	30 KB	Tue 11/22/2011 ...
Workflow Mailer		Action Required: Standard Purchase Order 36197 for...	19 KB	Mon 11/21/201...
Workflow Mailer		Action Required: Standard Purchase Order 35081 for...	19 KB	Wed 5/18/2011 ...
Workflow Mailer		Action Required: Create vacancy IRC710 for	30 KB	Wed 5/18/2011 ...



From: ☐ Workflow Mailer
To: ☐ [Redacted]
Cc:
Subject: Action Required: Leave Of Absence for [Redacted]

Message Notification Detail.html (800 B)

From
To
Sent **23-Feb-2012 11:37:24**
Due **22-Feb-2013 11:37:24**
ID

Attachments

Summary

Employee Name
Organization Email Address

Employee Number **L2023**
Business Group

Indicates Changed Items.

Absence Details

	Proposed
Absence Status	Confirmed
Absence Category	Paid Leave
Absence Type	Annual Leave
Absence Reason	
Start Date	23-Feb-2011
End Date	23-Feb-2011
Days	1
Hours	

Action History

Num	Action Date	Action	From	To	Details
1	22-Feb-2011 12:35:49	Submit			
2	23-Feb-2012 11:37:23	Timeout		Workflow System	

Related Applications

[Return For Correction](#)

Please click on one of the following choices to automatically generate an E-mail response. Before sending the E-mail response to close this notification, ensure all response prompts include a desired response value within quotes.

Action: [Approve](#) [Reject](#) [Request Information](#)



If there are problems with how this message is displayed, click here to view it in a web browser.

From: ☐ Workflow Mailer
To: ☐ [redacted]
Cc:
Subject: FYI: The appraisal of [redacted] needs your attention as main appraiser.

Message Notification Detail.html (800 B)

From
To
Sent 07-Mar-2012 17:37:33
ID

Summary

Employee Name
Organization Email Address
Manager

Employee Number L1093
Department Warehouse.
Job EXPERT

Appraisee Notification Comments

Appraisal Details

Initiator
Appraisal Purpose
Period Start Date 03-Jul-2011
Template What
Main Appraiser Name

Appraisal Date 01-Jan-2012
Next Appraisal Date

Overall Rating and Comments

Overall Comments
Appraisee Feedback

Related Applications

[Update Action](#)



If there are problems with how this message is displayed, click here to view it in a web browser.

From: ☐ Workflow Mailer

To: ☐

Cc:

Subject: Action Required: Create vacancy IRC1614 for requires approval

Message Notification Detail.html (800 B)

From
To
Sent 23-Nov-2011 14:48:49
Due 22-Nov-2012 14:48:49
ID

Primary Details

	Proposed
Business Group	
Vacancy Name	IRC1614
Status	Unapproved
Creation Date	23-Nov-2011
Start Date	23-Nov-2011
Hiring Manager	
Organization	Warehouse.
Location	
Job Title	SR. STOCK KEEPER
Grade	P5-TY
Position Name	Sr. Stock Keeper.Warehouse
Security Method	Business and Team
Replacement / New Position	Replacement
Number of Openings	3

Action History

Num	Action Date	Action	From	To	Details
1	23-Nov-2011 14:48:50	Submit			

Related Applications

[Return For Correction](#)

Please click on one of the following choices to automatically generate an E-mail response. Before sending the E-mail response to close this notification, ensure all response prompts include a desired response value within quotes.

Action: [Approve](#) [Reject](#) [Request Information](#)



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Manager approves the email notification

Subject: Action Required: Leave Of Absence for Scotton, Kerry Audrey (Kerry)
From: [HRIS Workflow Mailer - HRPSO](#) <hrmail@uts.edu.eg>
Reply-To: [hrmail@uts.edu.eg](#)
Date: 9:04 AM
To: "Halliday, Sally" <Sally.Halliday@uts.edu.eg>

From: Scotton, Kerry Audrey (Kerry) **Attachments**
To: Halliday, Sally
Sent: 04-Apr-2006 09:04:08
Due: 04-Apr-2007 09:04:08
ID: 155202

Summary

■ Indicates Changed Items.

Absence Details

	Proposed
Absence Status	Confirmed
Absence Type	Personal Leave Absence
Absence Reason	Cultural
Start Date	05-Apr-2006
Start Time	09:00 AM
End Date	05-Apr-2006
End Time	05:00 PM
Hours	7.0

Action History

Num	Action Date	Action	From	To	Details
1	04-Apr-2006 09:04:08	Submit	Scotton, Kerry Audrey (Kerry)	Halliday, Sally	

Related Applications

[Return For Correction](#)

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Please click on one of the following choices to automatically generate an E-mail response. Before sending the E-mail response to prompts include a desired response value within quotes.

Action: [Approve](#) [Reject](#) [Request Information](#)

Employee Name

Details of Request

Approve/Reject the request. Note these links are inactive if you use UTS Webmail.



3. HRIS Data Flow

3.2 What Is Workflow (cont.)

- Employee notification of the managers approval

From [Neo Workflow Mailer - FHRPRD <fhrmail@uts.edu.au>](#)

Sent Wednesday, May 4, 2005 11:50 am

To Katrina.Eadie@uts.edu.au

Subject UTS Education and Qualification for Eadie, Katrina Elizabeth (Katrina) has been approved.

Attachments [Notification Detail Link.html](#)

Oracle Workflow Notification (FYI)

Final Approver: Newcombe, Kerrie Ann (Kerrie)
User Name: 000928
Comment:

Your UTS Education and Qualification changes for Eadie, Katrina Elizabeth (Katrina) has been approved.

This notification is for information only.



3. HRIS Data Flow

3.3 Benefits

Office procedures, can be processed in an assembly-line approach.

One person may enter data, the next person may check the data, the next may retrieve the output based on this data.

A simple HRIS workflow system could evenly distribute work among all the available resources.



3. HRIS Data Flow

3.3 Benefits (cont.)

A more advanced HRIS workflow system can distribute work the resource with the lightest load (*like in banks*).

The main function of an HRIS workflow system is to get the work to the right person to move the work efficiently through the organization.



3. HRIS Data Flow

3.4 Workflow Technology

Workflow technology is a new field of software products designed to improve the design of information systems.

Workflow maps business processes systematically and helps prevent some tasks from being delayed or forgotten.

It involves use of workflow engine to execute models of processes.



3. HRIS Data Flow

3.4 Workflow Technology (cont.)

The workflow engine interprets events such as documents submitted to the server or due dates expiring and act on these events according to the defined computer processes.

The actions may be anything from saving the document to issuing new work by sending an e-mail to users or escalating overdue work items to management.



3. HRIS Data Flow

3.4 Workflow Technology (cont.)



- **Workflow Rules & Alerts**

- **Notifications:** Notify the appropriate person or group(s) each time a new case is received
- **Confirmation:** Automatically send a confirmation email to the customer or employee who entered the case
- **Assignments:** Automatically or manually assign cases and notify the assignee
- **Reminder:** Set task or action due dates with reminders
- **Escalations:** Automatically send escalation alerts on overdue cases and actions
- **Closure Notice:** Notify individuals or groups of case closure
- **Approval & Review:** Create notices requesting approvals
- **Custom Rules:** Create any other business rule to help optimize your case management process





3. HRIS Data Flow

3.4 Workflow Technology (cont.)

- **Escalation of Overdue Cases or Tasks**
 - allow the right people to be notified when a case or action item (task) has not been completed within a pre-defined time period.
 - **Advantages:**
 - Managers are notified of missed deadlines in real time
 - Enhances your ability to meet service level standards
 - Identifies weaknesses in real time
 - **Case Escalation:**
 - You may manually or automatically assign a due date for every case. If a due date is missed, you may define who is notified, and how much time should elapse before the case is escalated.
 - **Action Escalation:**
 - Within a case you may create actions or assign actions to others. Every action carries a due date that, if not met, can trigger escalation.



3. HRIS Data Flow

3.4 Workflow Technology (cont.)

In brief, a Workflow Engine facilitates the flow of information, tasks and events or one can say that it is the heart of a workflow application.



Service Level Agreement (SLA)

- A service-level agreement is a negotiated agreement between two or more parties, where one is the customer and the others are service providers.
- The SLA records a common understanding about services, priorities, responsibilities, guarantees, and warranties. Each area of service scope should have the "level of service" defined.
- In some contracts, penalties may be agreed upon in the case of non-compliance of the SLA. It is important to note that the "agreement" relates to the services the customer receives, and not how the service provider delivers that service.





Check

- Q1. What is the definition of workflow automation?
- Q2. What are the benefits of workflow?
- Q3. How can workflow technology help the business?



Assignment #3

- Group Assignment (maximum 4 per group)
- Finalize process developed in class workshop
- Document the process as per lecture notes
- Automate Process with Workflow showing:
 - Number of steps that need to be fulfilled
 - Initiator, reviewer, Owner, Approver, others...
 - Delays accepted per step and escalation, and maximum duration for the whole process
 - Calculate the number of requests that can be accomplished in which duration of time



H.R.I.S.

Human Resources Information Systems



Main Introduction
1. Definitions
2. HRIS Features
3. HRIS Data Flow
4. HRIS Reports
5. HRIS Selection
6. HRIS Applications
Wrap-up
Exam



Introduction

This session represents the variety of reports that can be generated from an HRIS system

It indicates as well how such reports can be used by management to support strategic decisions related to the company goals.



Objectives

By the end of this topic, participants will be able to:

- Define what types of reports are needed to support management decision making
- Use the reporting system as a proactive tool to enhance business decisions



Topics

4. HRIS Reports

4.1 Definition

4.2 HRIS Reporting

4.3 Report designer

4.4 Reports sample



4. HRIS Report

4.1 Definition

A report is a document characterized by information (*or other content reflective of inquiry or investigation*) which is tailored to the context of a given situation and audience.

The purpose of reports is to inform.

Reports may include recommendations, suggestions or conclusions that indicate possible future actions.



4. HRIS Report

4.1 Definition (cont.)

Reports formats range from a simple one with headings to indicate topics, to more complex formats (*including charts, tables, figures, pictures, tables of contents, abstracts, summaries, appendices, footnotes, hyperlinks, and references*).



4. HRIS Report

4.2 HRIS Reporting

With the dramatic expansion of I.T., and the desire for increased competitiveness in corporations, there has been an increased need to produce reports which join different results of the enterprise in one place.

This process involves querying data sources with different models to produce a human readable report.



4. HRIS Report

4.2 Reporting (cont.)

Enterprise Reporting is the movement towards improved Business Intelligence and Knowledge Management.

While reports can be distributed in print form or via email, they are typically accessed via a corporate intranet.



4. HRIS Report

4.3 Report Sample

The following examples present several types of reports:

1. Interactive reports
2. Online report
3. Static reports
4. Exported reports





Check



Q1. What is the definition of reporting?

Q2. What does reports customization mean?



H.R.I.S.

Human Resources Information Systems



Main Introduction
1. Definitions
2. HRIS Features
3. HRIS Data Flow
4. HRIS Reports
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Exam



Introduction

The role of the HR is very crucial when selecting an HRIS.

HR professionals should be well prepared to help in this process to ensure business success.

The purpose of this session is to provide attendees with a brief overview of the key elements in a Request For Proposal (RFP) from potential HRIS system suppliers.



Objectives

By the end of this topic, participants will be able to:

- Define the key elements of an RFP
- Use the RFP as an efficient selection tool



Topics

5. HRIS Selection

5.1 Buying criteria

5.2 Business description

5.3 Needed information from suppliers

5.4 Evaluation criteria

5.5 Process and time frames



5. HRIS Selection

When preparing documentation to send to potential HRIS suppliers, it is a must to remember that the parties involved in the RFP process (*the organization and the potential HRIS service provider*) have very different objectives relative to this process.



5. HRIS Selection (cont.)

The organization objective is to collect meaningful information about the HRIS suppliers to facilitate the selection of the best offer.

The objective of the HRIS supplier, on the other hand, is to advertize about all its products and services hoping to close a great sale.



5. HRIS Selection (cont.)

As a result, most HRIS suppliers respond to an RFP with a voluminous response document, mostly filled with useless information.

This puts more load on HR professionals when they find themselves digging through the contents of the received documents in order to extract information.



5. HRIS Selection (cont.)

The purpose of an RFP, (*from the perspective of an organization*) is to help by:

- 1) Providing an easy “apples to apples” comparison of potential suppliers
- 2) Providing ready access to key decision information
- 3) Eliminating any unneeded information that is not related to the decision process



5. HRIS Selection (cont.)

The five key elements in a quality RFP are:

1. Definition of why the organization is seeking new software (i.e., the buying criteria)
2. Description of the business, transaction volumes, user count, etc.
3. Clear definition of what information the organization is seeking from the suppliers
4. Quantitative (rather than qualitative) evaluation criteria
5. Definition of how the process will work moving forward and the time frames involved



5. HRIS Selection

5.1 Buying Criteria

A good definition of why an organization needs a new HRIS has two components:

1. A statement of the shortcomings of the existing system. *(3 to 6 items should represent the most critical issues or problems.)*
2. A statement of what the organization hopes to accomplish with the new system



5. HRIS Selection

5.1 Buying Criteria (cont.)

This list should be a reference to which the HR professional continually returns during the selection process *(as a means of doing a high-level check on whether the proposed application resolves the shortcomings identified in the list).*

HR professionals need to include a statement of what they want to accomplish with the addition of the new system.



5. HRIS Selection

5.2 Business Description

There are three main things an organization must communicate the HRIS supplier regarding the business:

1. Business type
2. Position in the market
3. Business volume



5. HRIS Selection

5.2 Business Description (cont.)

1. Business type

This should provide potential suppliers with the information they need to determine whether or not they have a basic fit for the organization business.



5. HRIS Selection

5.2 Business Description (cont.)

2. Position in the market

An organization must convey to the potential suppliers its unique position in the industry (*being the industry volume leader, the low cost provider, the best service provider*).

This helps the HRIS providers in supplying what will help the organization enhance its existing position in the industry.



5. HRIS Selection

5.2 Business Description (cont.)

3. Business volume

It is important to convey to a potential HRIS supplier the following key elements:

- Number of employees and the turnover
- Candidates data handling and pool size
- Total rewards elements and the programs flexibility
- Payroll elements and volume
- Number of HR service providers

An HRIS system designed on wrong or insufficient details, might not be possible to upgrade or expand when needed.



5. HRIS Selection

5.3 Needed Information from Suppliers

This is the most important part of any RFP, and also the most poorly done.

The main goal in this portion of the RFP is to eliminate the opportunity for variability.

As excellent sales, most HRIS software suppliers know almost every question that could possibly be asked in the course of an RFP.



5. HRIS Selection

5.3 Needed Information from Suppliers (cont.)

They, therefore, have RFP response document that provides answers to all these questions (*as well as other questions that one would not care about*).

What makes matters more difficult, each RFP response comes in a different format.

As a result, HR professionals find themselves spending hours sorting through each document in an attempt to put the information into a single common format for analysis.



5. HRIS Selection

5.3 Needed Information from Suppliers (cont.)

In order to avoid this problem, HR professionals must provide a specific input format to be used by all suppliers, this way:

- HR professionals can control both the content as well as the context of the supplier responses.
- All information provided by the suppliers can then be compared with a minimal efforts.
- It will be guaranteed that all of the suppliers will provide the same type of information.
- Allows HR professionals to be far more quantitative in the manner in which suppliers are compared.



5. HRIS Selection

5.4 Evaluation Criteria

The RFP must reflect the fact that the evaluation of vendors will be quantitative in nature rather than qualitative.

The HR professional should spend time in defining the evaluation criteria, specifically, the relative weight to be given to various functional areas as well as to final price.



5. HRIS Selection

5.5 Process & Time Frames

When sending out the RFP, it is extremely valuable if the HR professionals define what their expectations are for the process moving forward.



5. HRIS Selection

5.5 Process & Time Frames (cont.)

This should include an expected timeline that might include things like:

1. When the RFP responses are due
2. When and how the on-site demonstrations will occur
3. When the vendor will be short-listed after the demonstration
4. When a final “preferred” supplier will be identified
5. When and how contract negotiations will occur
6. Expected implementation start-up date
7. Estimated go-live date for the implementation



5. HRIS Selection

5.5 Process & Time Frames (cont.)

This information helps the supplier to define the anticipated schedule and also lets the supplier know how many other suppliers will be participating at each stage of the process.

The fact that HR professionals set a defined schedule gives the suppliers a comfort level with the fact that the organization is really serious about obtaining the new software.



Check

- Q1. What are the five key elements in a quality RFP?
- Q2. How can HR professionals avoid the load of comparing the received responses in different format?
- Q3. What are things to be included in the Process and time frames part of the RFP?



H.R.I.S.

Human Resources Information Systems



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Introduction

This topic introduces the HR Balanced Scorecard measurement tool using the information provided by the HRIS.



Objectives

By the end of this topic, participants will be able to:

- State the HR Balanced Scorecard and its association with the HRIS



Topics

6. HRIS Applications

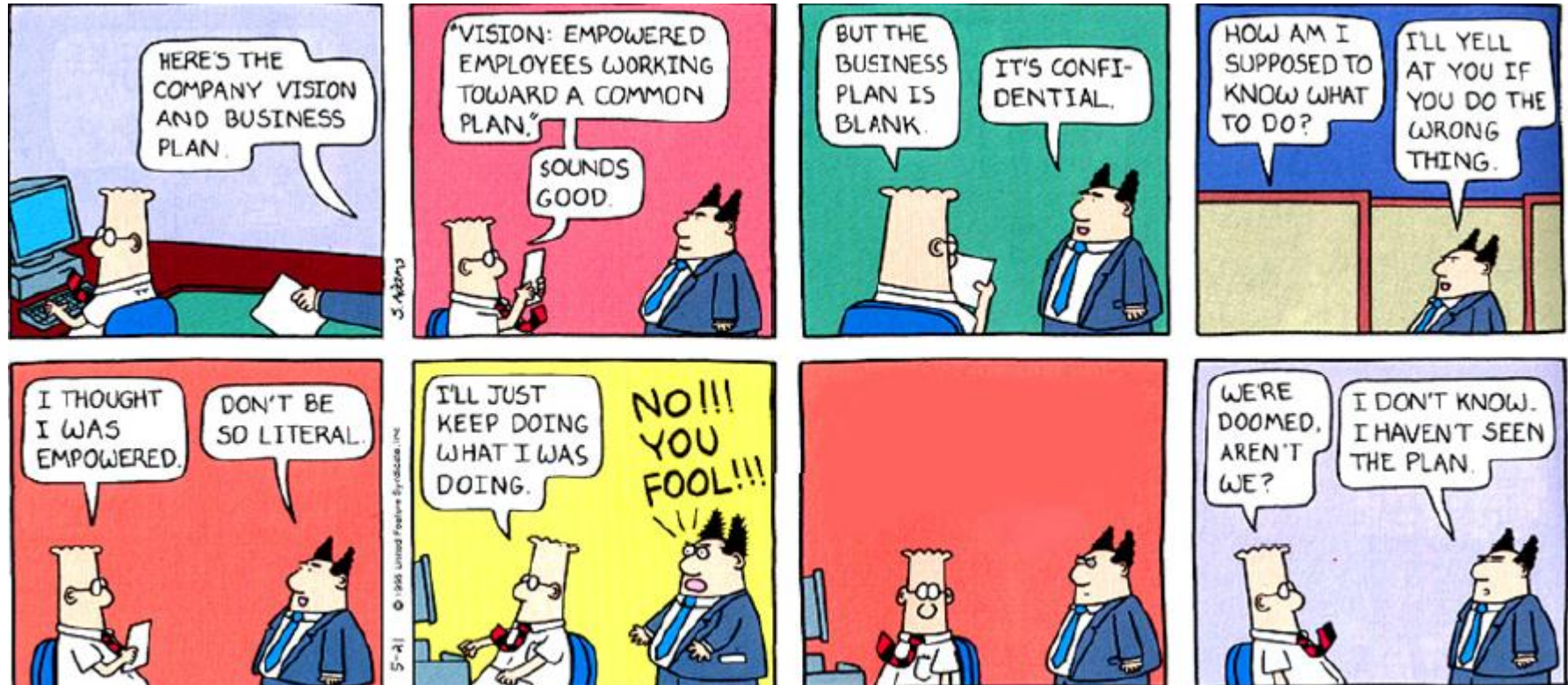
6.1 HR Balanced Scorecard (BSC)

6.2 HR BSC benefits



6. HRIS Applications

6.1 HR BSC





Balanced Scorecard (BSC)

- The Balanced Scorecard (BSC) started as a performance management tool.
- It began as a concept for measuring whether the smaller-scale operational activities of a company are aligned with and linked to its larger-scale objectives in terms of vision and strategy.
- It is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals



Balanced Scorecard (BSC) (cont'd)



- Tangible assets of the company can be measured by traditional measurement metrics.
- Traditional metrics are unable to measure the intangible assets of the company which represents 75% of the company's market value.
- BSC helps in measuring the tangible and intangible assets of the company
- Implementing Balanced Scorecards typically includes the following processes:
 - Translating the vision into operational goals
 - Communicating the vision and link it to individual performance
 - Business planning
 - Feedback and learning, and adjusting the strategy accordingly.



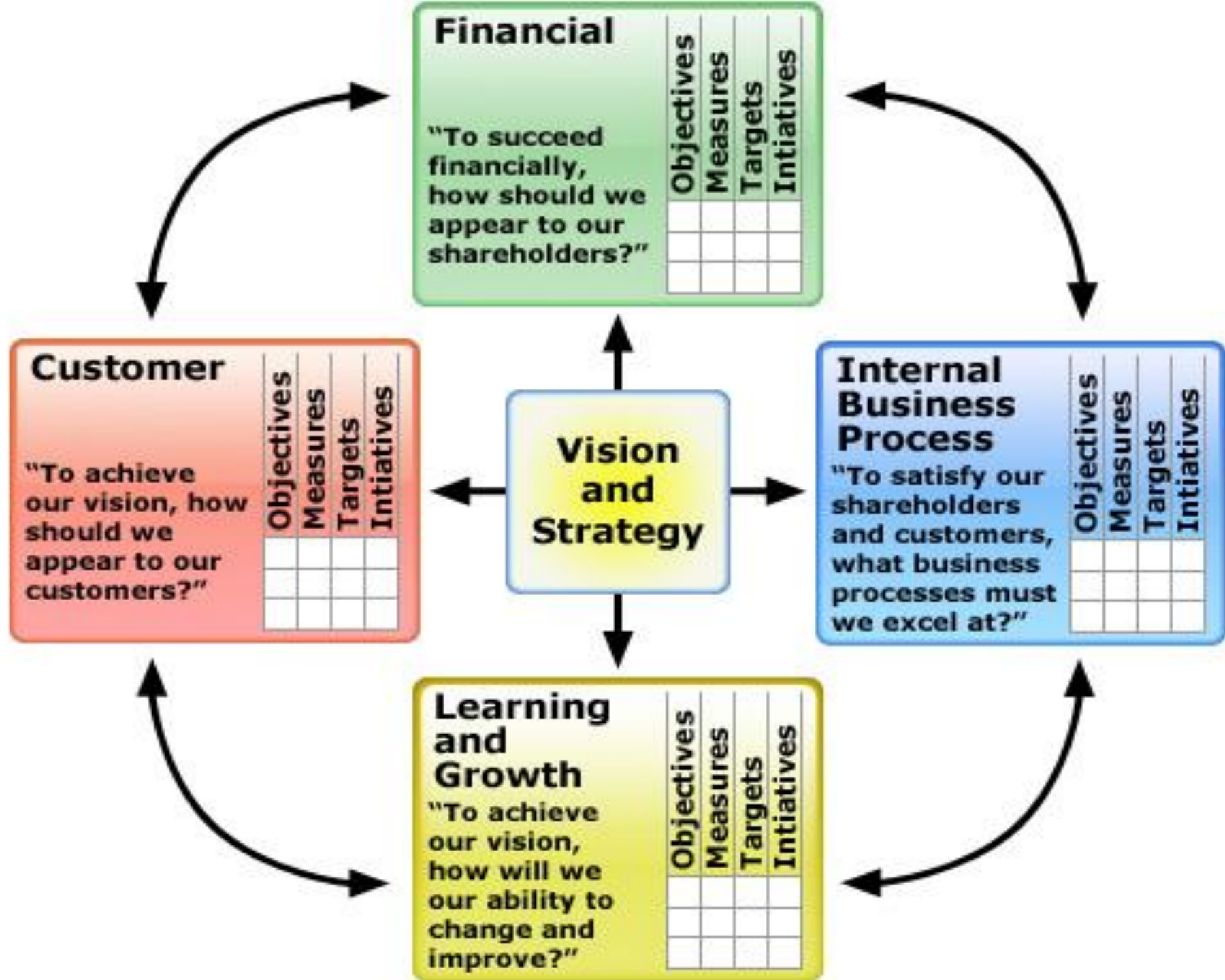
6. HRIS Applications

6.1 HR BSC (cont.)



Balanced Scorecard has 4 perspectives :

- Financial
- Customer
- Internal process
- **Innovation and learning**





A Balanced Scorecard looks like this!



Strategic Priorities

Objectives

Measures

Targets

Initiatives

Financial

Financially Strong

F1 ROCE
F2 Cash Flow
F3 Profitability
F4 Cost Leader
F5 Profitable Growth

ROCE
Cash Flow
Net Margin
Full Cost/gallon
Volume Growth
Premium Ratio
Non-Gasoline Revenue

18%
\$500mm
11%
Parity
5%/yr
45%
\$2b

Asset Disposition
Program
C Store Alliances

Customer

Delight the Customer

C1 Delight Targeted
Consumer

Share of Segment
Mystery Shopper Rating
Dealer Gross Profit Growth

45%
4.5+
25%

Mystery Shopper

Dealer Committee

Win-Win Dealer Relations

C2 Improve Dealer
Profitability

Internal

Build the Franchise

I1 Innovative products
and services

New Product ROI
Dealer Quality Score

20%+
4.5+

Review Program

Increase Customer Value

I2 Best-In-Class Teams

Yield Gap
Unplanned Downtime

<3%
<2%

PM Program

Operational Excellence

I3 Refinery
Performance

Inventory Levels

15% Sales
<90%

I4 Inventory
Management

Run-out Rate

I5 Cost Leader

Activity Cost vs. Competition

99%+

ISO 9000

I6 On Spec/On Time

Perfect Orders

I7 Improve EHS

Days Away from Work

<250/yr

Safety Training

Good Neighbor

Learning & Growth

Motivated and Prepared
Workforce

L1 Climate for Action
L2 Competencies

Employee Survey
Personal BSC (%)
Strategic Competency

>4.8
80%
85%

Skills Program
Competency Dvlpmnt



6. HRIS Applications

6.1 HR BSC (cont.)

- **The financial perspective**

It measures if the company's financial strategy is contributing to the company results and achievements.

Some financial KPIS are:

**revenue growth, costs, profit margins,
cash flow, net operating income, return on
equity... etc.**



6. HRIS Applications

6.1 HR BSC (cont.)

- **The customer perspective**

It measures customer satisfaction to ensure the company practices are generating more sales to the most desired.

Some of the KPIs are:

**number of complaints,
customer satisfaction,
customer churn ... etc.**



6. HRIS Applications

6.1 HR BSC (cont.)

- **The internal process perspective**

It is concerned with the processes that create and deliver the product/service.

It focuses on all the activities and processes required in order to excel at providing the product/service expected by the customers.

Some of the KPIs are:

number of activities, opportunity success rate, accident ratios, overall equipment effectiveness



6. HRIS Applications

6.1 HR BSC (cont.)

- **The innovation & learning perspective**

It is the foundation of any strategy and it focuses on the KPIs that are required to support internal processes.

Some of the KPIs are:

Employee capabilities, new skills, new knowledge, motivation, empowerment, and alignment, training budget, training days/employee, promotions %, employee turnover ... etc.



6. HRIS Applications

6.1 HR BSC (cont.)



The **innovation and learning perspective** is the infrastructure that is needed in order to enable objectives in the other three perspectives to be achieved.



6. HRIS Applications

6.1 HR BSC (cont.)

Theme: Operating Efficiency	Objectives	Measures	Targets	Initiatives
Financial	<ul style="list-style-type: none"> Profitability Fewer planes Increased revenue 	<ul style="list-style-type: none"> Market Value Seat Revenue Plane Lease Cost 	<ul style="list-style-type: none"> 25% per year 20% per year 5% per year 	<ul style="list-style-type: none"> Optimize routes Standardize planes
Customer	<ul style="list-style-type: none"> Flight is on -time Lowest prices More Customers 	<ul style="list-style-type: none"> FAA On Time Arrival Rating Customer Ranking No. Customers 	<ul style="list-style-type: none"> First in industry 98% Satisfaction % change 	<ul style="list-style-type: none"> Quality management Customer loyalty program
Internal	<ul style="list-style-type: none"> Fast ground turnaround 	<ul style="list-style-type: none"> On Ground Time On-Time Departure 	<ul style="list-style-type: none"> <25 Minutes 93% 	<ul style="list-style-type: none"> Cycle time optimization program
Learning	<ul style="list-style-type: none"> Ground crew alignment 	<ul style="list-style-type: none"> % Ground crew stockholders % Ground crew trained 	<ul style="list-style-type: none"> yr. 1 70% yr. 4 90% yr. 6 100% 	<ul style="list-style-type: none"> Stock ownership plan Ground crew training



BSC: Strategy map



- It defines the relationship between the intangible assets of the company and the corresponding value creation related to these companies.
- Managers can use strategy maps to streamline and manage the people, technology and capital of the organization to gain maximum value creation for the company.
- Strategy Map is a visual representation or a diagram which depicts the relationship between the four strategic objectives of the organization and explains the strategy development process in terms of cause and effect relationship.
- IT leadership selected the strategy map as a tool to communicate how goals work together to create value for our stakeholders and customers.



BSC: Strategy map (cont'd)

- **Small Size:** Size of the strategy map should not exceed one page. It allows reader to easily read all the contents of the map without having to scroll down or turn the page. It not only saves time but also summarize the object efficiently
- **Develop Relationship between Objectives and goals:** After individually describing several objectives, develop relationship between each objective and define how one object impact the other objective and how an objective can help to achieve other objective.

The relationship between objectives and goals can be defined by connecting them with arrows.

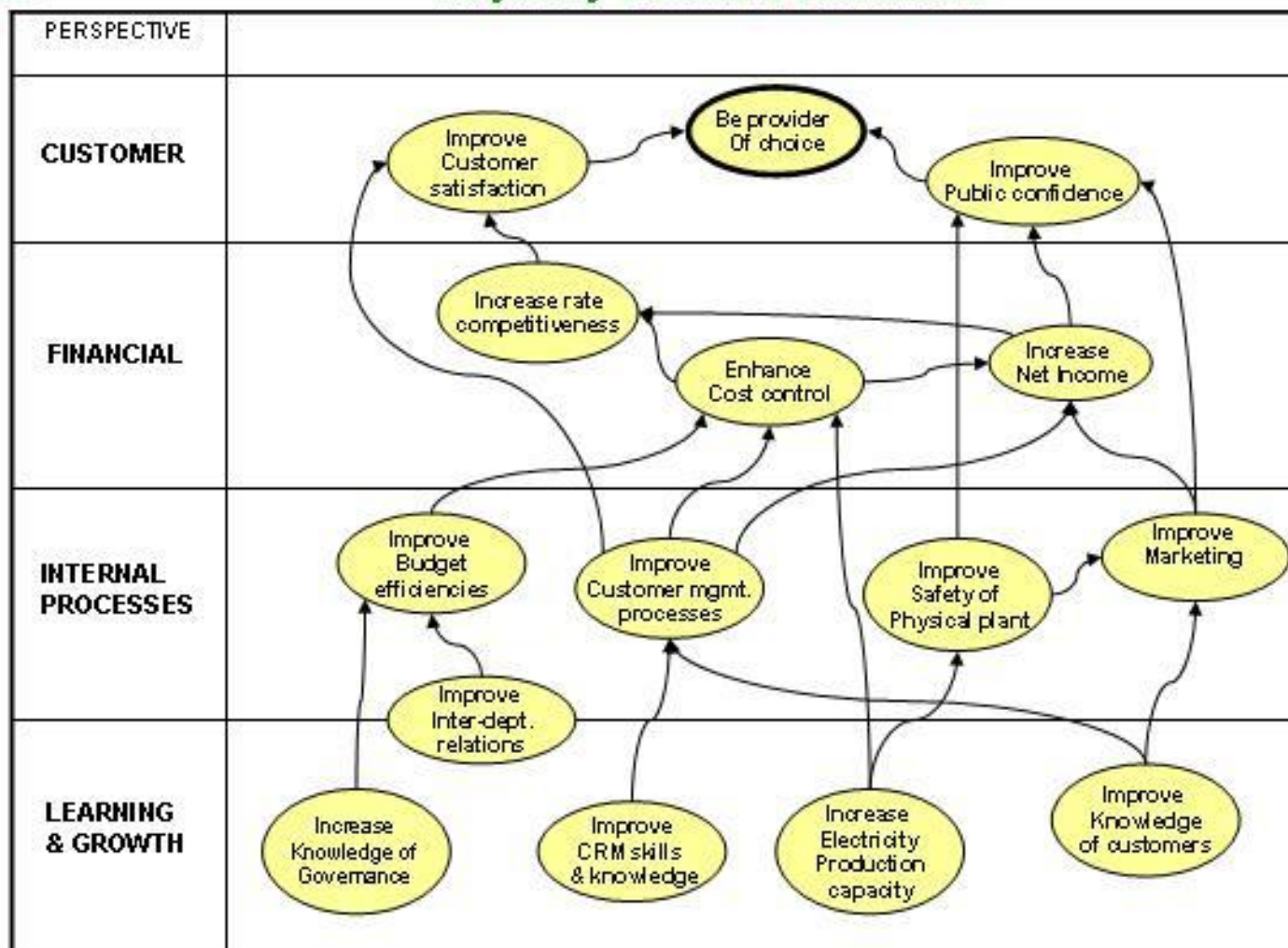
Our goals work together to create mission value.



BSC: Strategy map (cont'd)

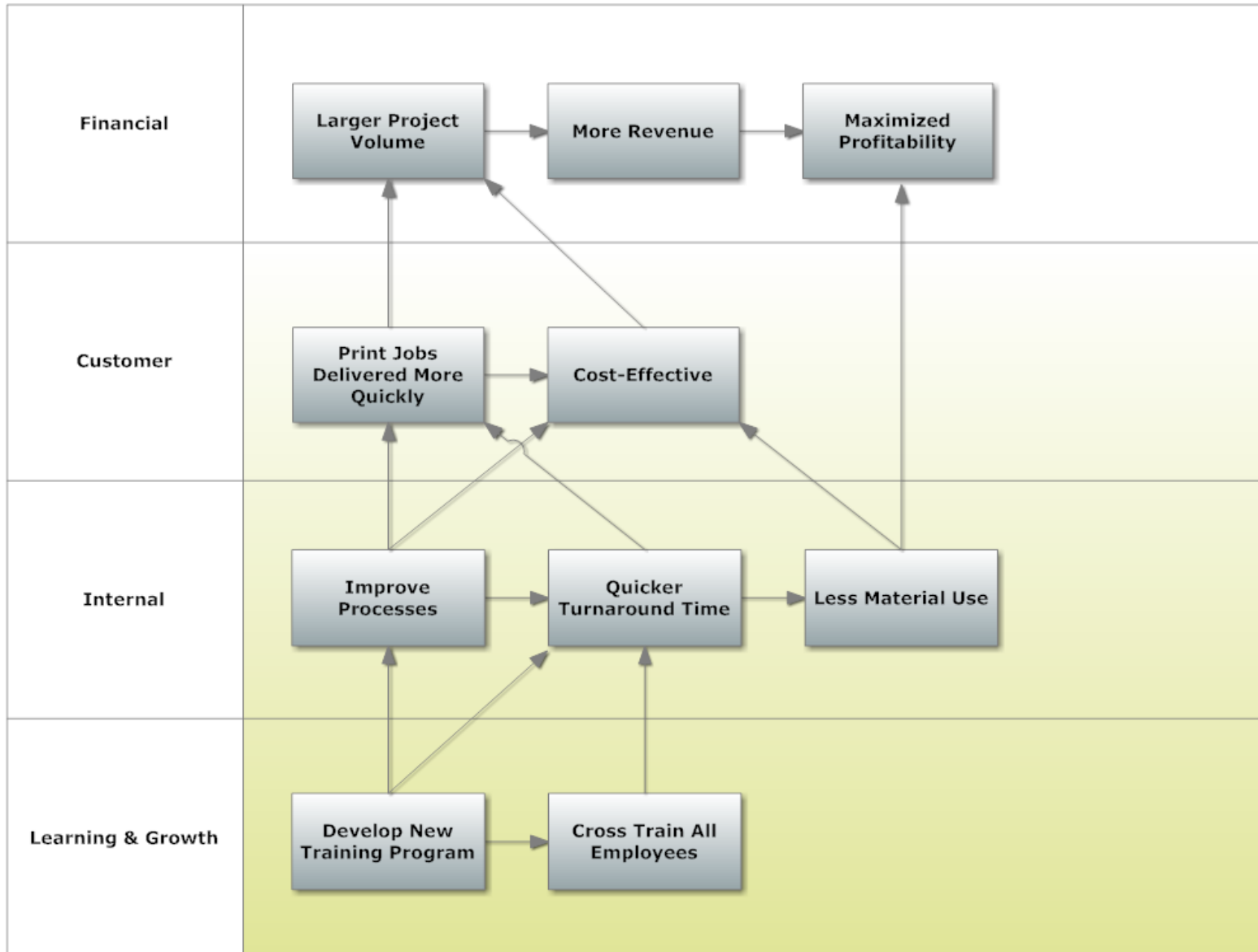


Corporate Strategy Map Mayberry Utilities Commission





BSC: Strategy map (cont'd)





Dashboard & KPI

- Dashboard

- Dashboards are designed to help monitor what's going on at a glance, and what they're supposed to do.
- A dashboard provides managers/employees relevant and timely information to inform daily decisions that improve quality of product/service.
- It provides these tools in a visual and user friendly format.
- Dashboards offer an excellent way to pull internal reports and analyze the day-to-day quality of care.
- Types of dashboards: Business Dashboards, Executive Dashboard, Operational Dashboard, etc....



Dashboard & KPI (Cont'd)

- KPI use in HR:

Perspective	Objective	HR Measurement
Financial	<ul style="list-style-type: none">- Maximize Shareholder Value- Maximize Human Capital Performance- Minimize HR Costs	<ul style="list-style-type: none">- HC Value Added- Labor Cost/Employee- Capability Index- HR ROI- Budget Variance- Revenue per Employee
Customer	<ul style="list-style-type: none">- Strategic Support for Business- High Quality HR Service	<ul style="list-style-type: none">- Employee satisfaction index- Employee engagement index- Fidelity percent resolved 1st call
Operations	<ul style="list-style-type: none">- HR planning alignment with business priorities- Optimize HR service through various delivery channel- World class program for training	<ul style="list-style-type: none">- % of HR strategic plan implemented- HR technology ROI- % Training delivery- Cost per transaction- Fraud index- Cycle time to fill positions- HRIS implementation- No of vacant positions
Learning & Growth	<ul style="list-style-type: none">- Enhancing Employee capability- Performance based culture- Organization integration- Nurturing leadership skills	<ul style="list-style-type: none">- Skill enhancement- Organization health index- Employee diversity- Number of coaching activities implemented- % New hires retention- Potential retention

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Dashboard & KPI (Cont'd)



HR Dashboard | HR Ratios | Mgt / FTE | Staff Turnover | Fin Ratios | Customer Survey | Top Lists

Welcome to the HR Dashboard

The HR Dashboard shows the performance of the HR department in an overall performance index score, per department, per region and per agreed HR KPI.

HR Consolidated Performance



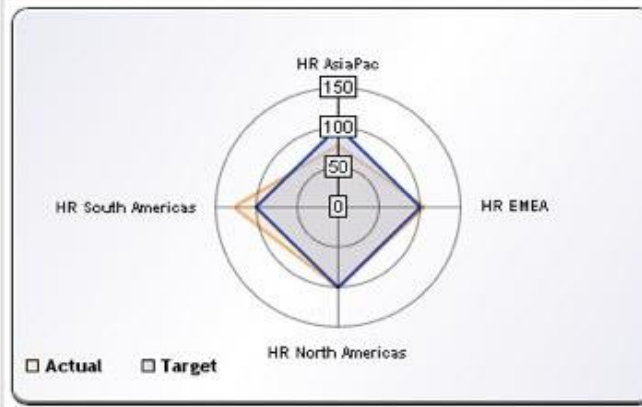
HR Performance by Department

Name	12 months	Current	Diff. %	Change %
HR Development		121.55	21.6%	-2.4% ↓
HR Operation		125.80	25.8%	-11.8% ↓
HR Sales		128.92	28.9%	-15.4% ↓
HR Services		53.79	-46.2%	-17.8% ↓

HR Ratios

Name	12 months	Diff. %	Change %
% of management FTEs		-0.4%	-10.1% ↓
% of temporary contracted FTEs		-11.7%	-3.0% ↓
Absence rate		40.0%	20.3% ↑
Average sickness days per FTE		5.1%	14.0% ↑
Staff / Personnel turnover		25.3%	-

HR by Region



No. FTEs

12 months | May | Jun | Jul | Aug | Sep | Oct

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Dashboard & KPI (Cont'd)





6. HRIS Applications

6.2 HR BSC Benefits

- It allows HR professionals to manage better.

The HR scorecard allows HR managers to assess precisely how HR decisions will impact the business. In other words, the scorecard heightens the HR manager's strategic awareness and forces them to think systematically.

- It empowers HR managers to control costs and create value.

HR will always be encouraged to control costs as effectively as possible, but the HR scorecard also details HR's complementary strategic role as a value creator. The HR scorecard approach makes it possible for HR professionals to balance the two objectives realistically.

- It clarifies HR's contribution to profitability.

The HR scorecard enables a HR manager to answer the question, "What is HR's contribution to firm performance?" with measures that are credible, relevant and measurable. For every measure used, the HR manager will also be able to provide a rationale as well. This will be the framework for a superior system of metrics for quantifying results.



Check

- Q1. How the Balanced Scorecard tool is related to the HRIS?
- Q2. Most HR managers divide their key efficiency metrics into two categories: core efficiency measures and strategic efficiency measures. What is the difference between the 2 measures?



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Wrap up

1. Definitions
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Thank You

End of
H.R.I.S.